

Requirements Engineers & Managers

Skills, tasks, authorities and responsibilities



Groep 2: “Mens”

Lead singer: Pekshan Kader

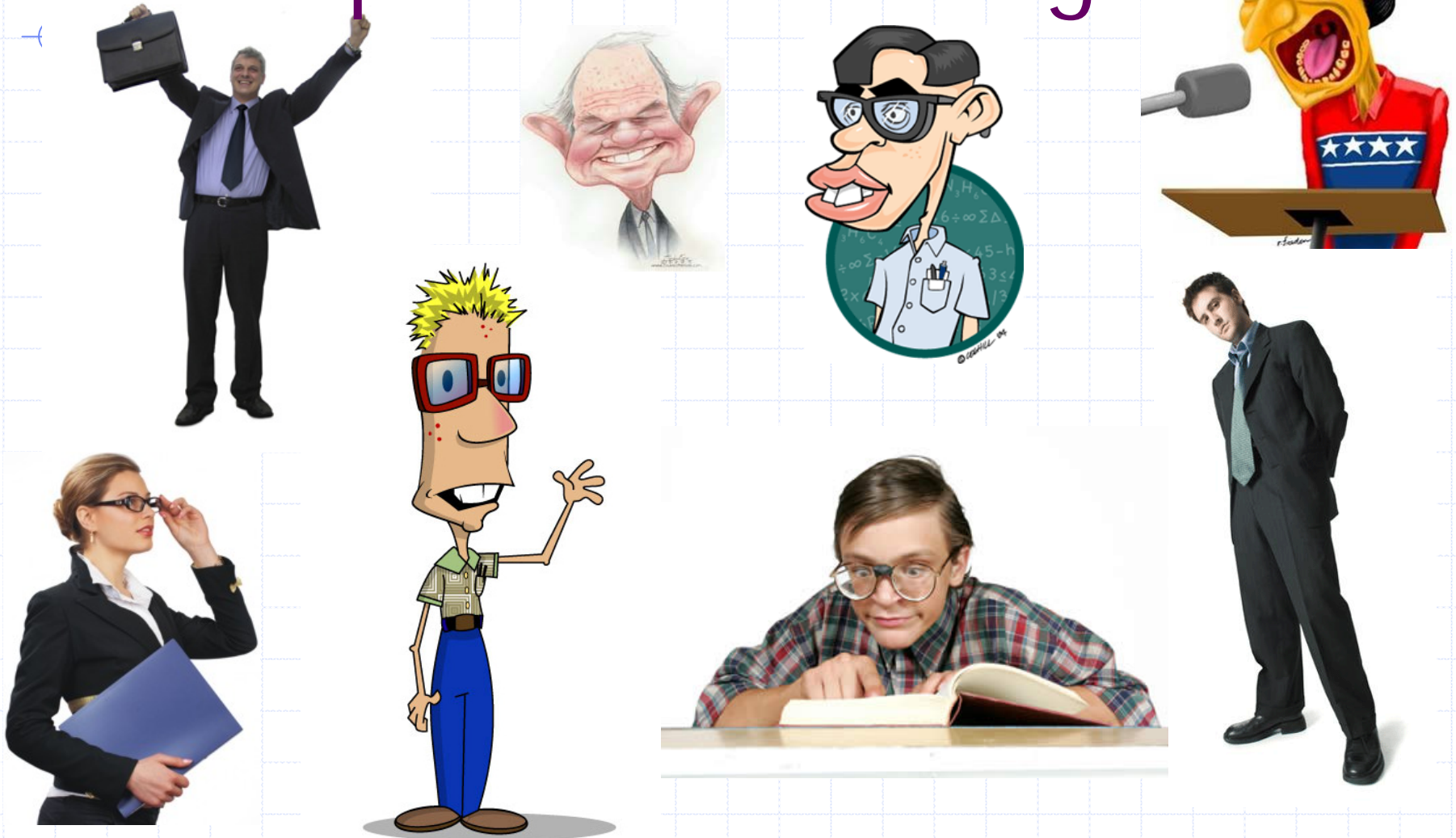
Backing vocals: Cees Michielsen, Katarzyna Kot, Patrick Verheij, Jan-Willem Knop, Roel Eiting

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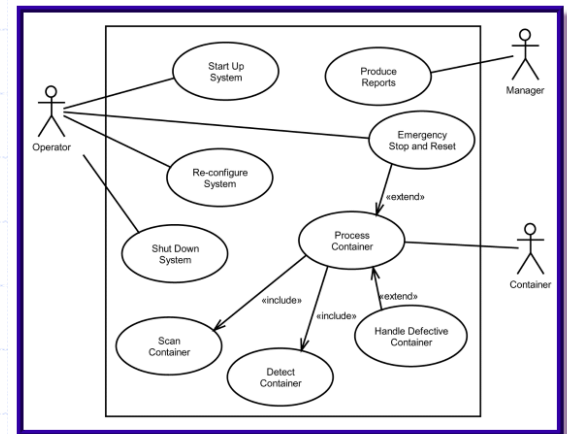
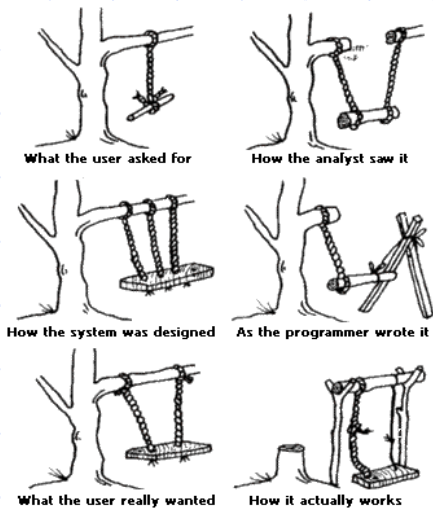


The Requirements manager



The Person behind requirements

...and the requirements



Define the scope..

Architect!



Requirements manager

Samenwerken



Skills!



Business analyst!



A fundament

IBA™ International Institute
of Business Analysis

A Guide to the

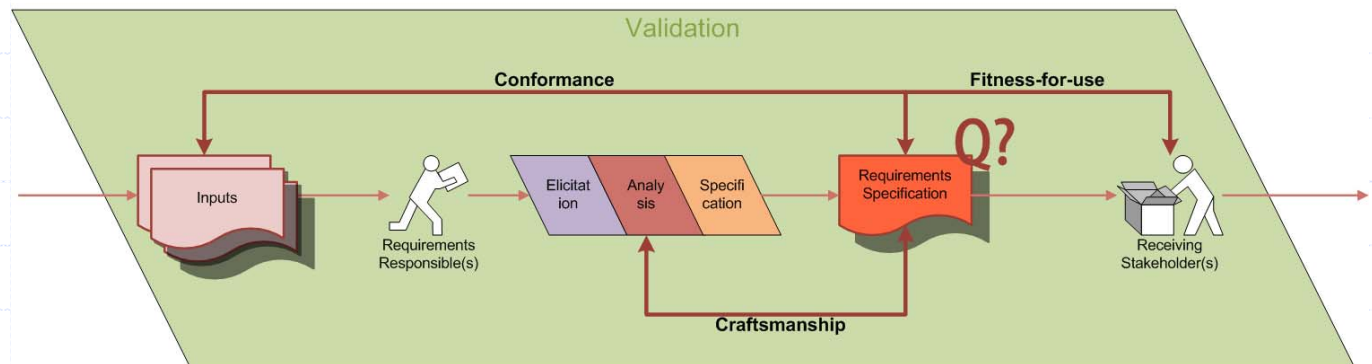
**Business Analysis
Body of Knowledge**

(BABOK)



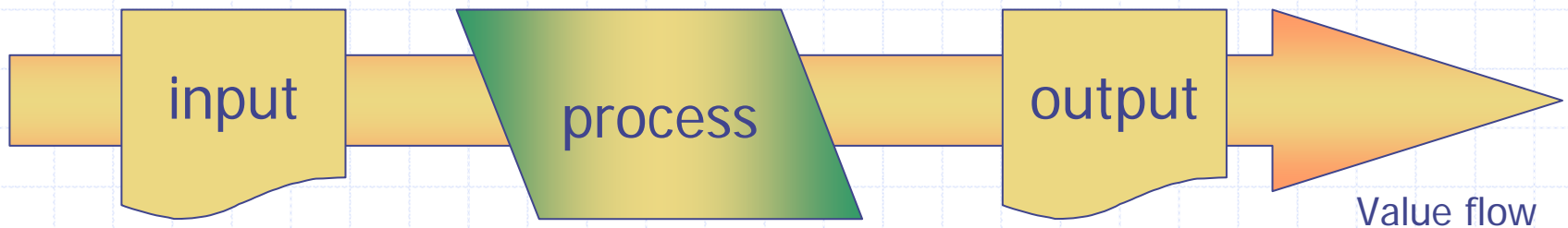
Purpose

To develop and maintain [excellent quality] requirements specifications for relevant stakeholders.

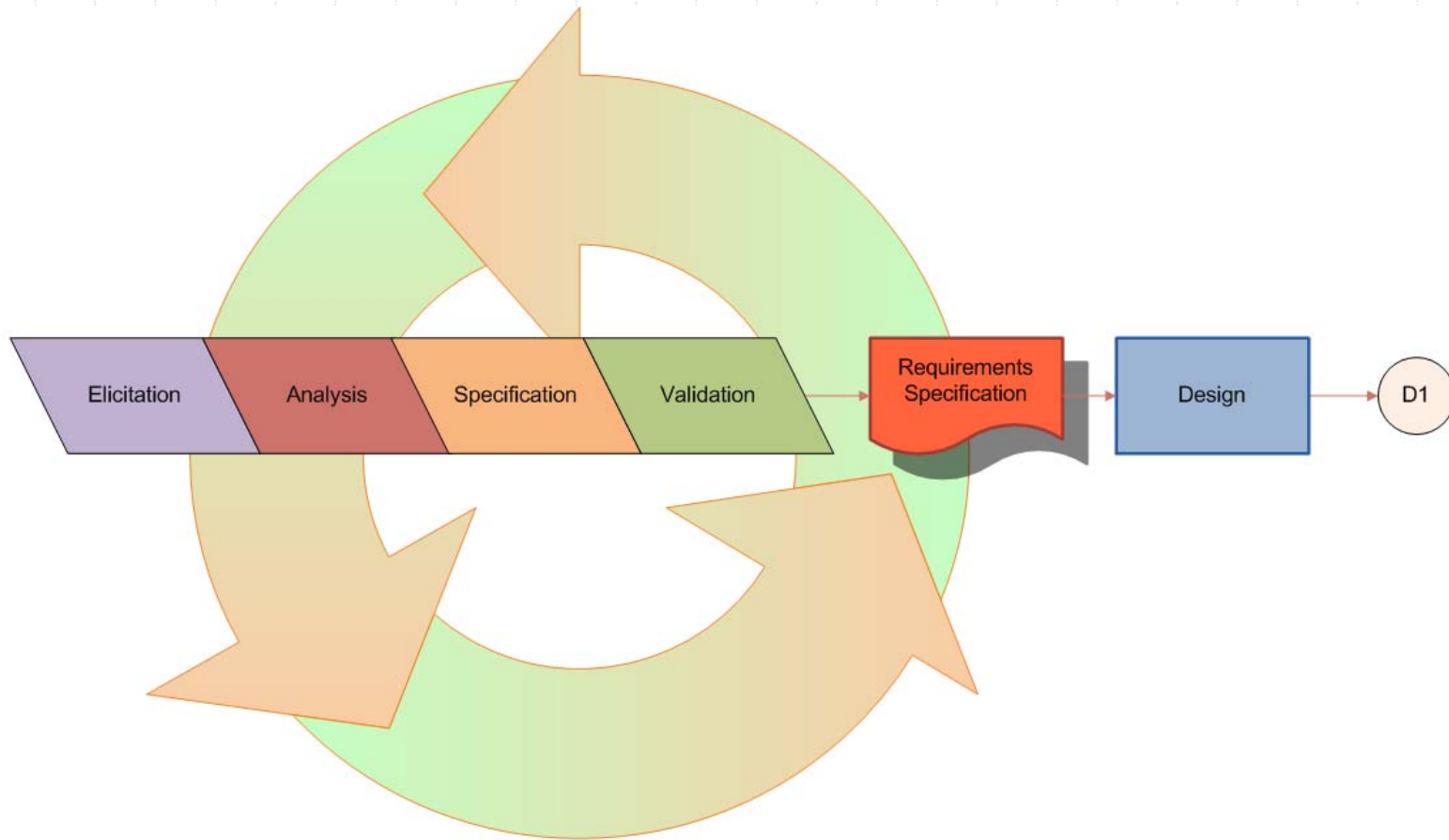


Process Context

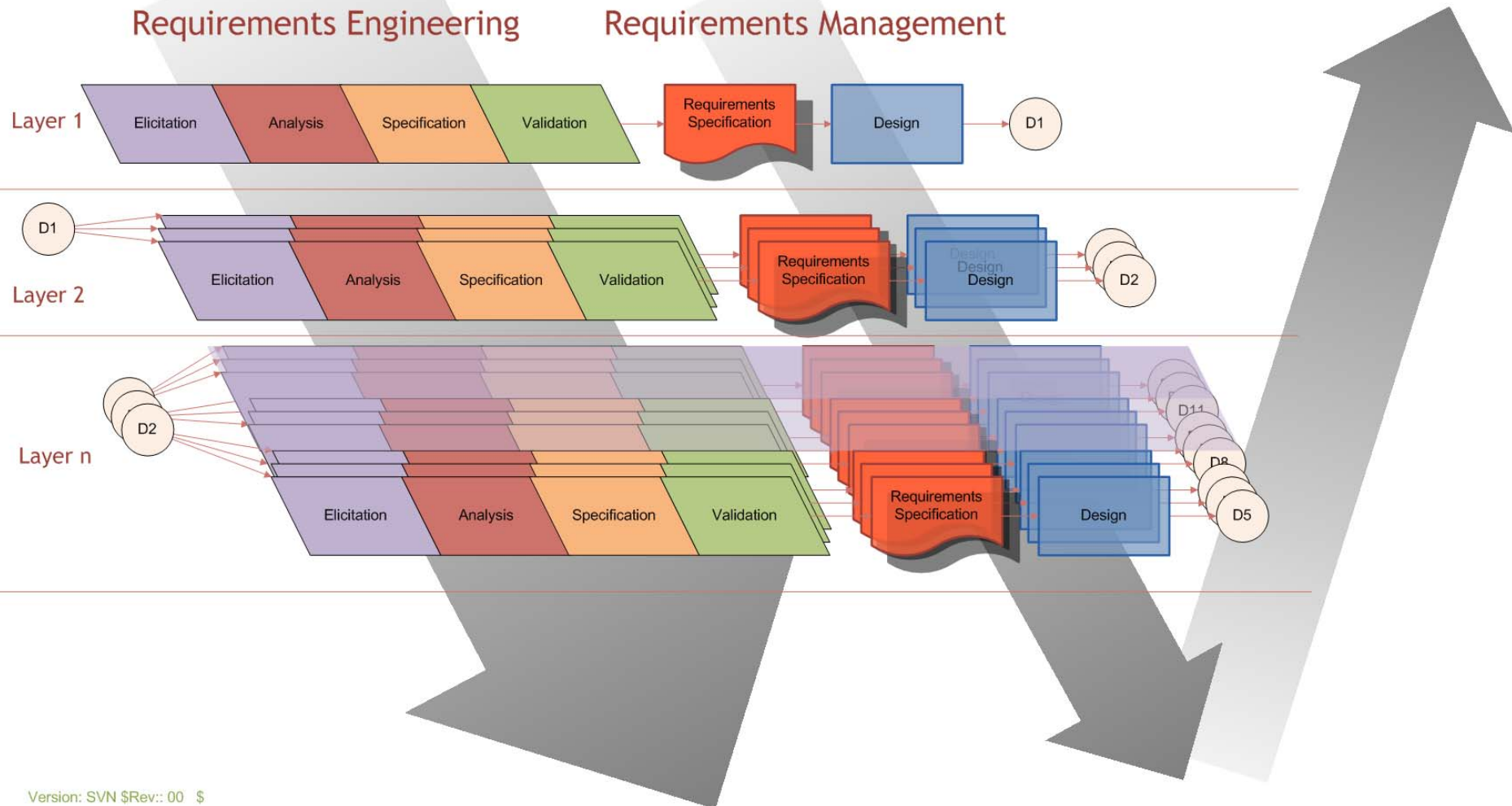
A good process maximizes output quality (value) with minimum resources



Requirements life Cycle



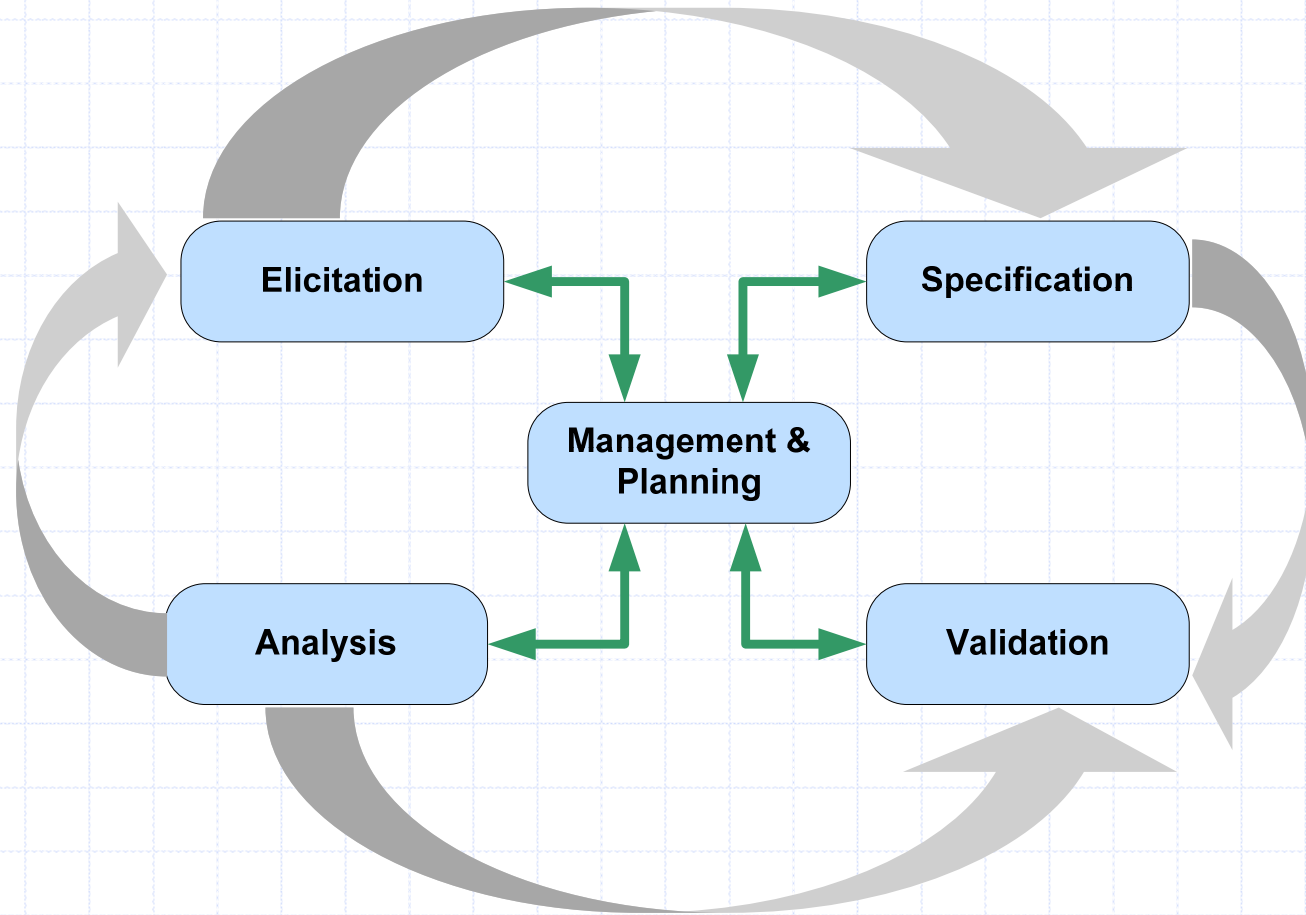
Engineering & Management



Skills matrix

	Elicitation	Analysis	Specification	Validation	Requirements Management
Behavioral characteristics					
Ethics	Gain confidence and respect of stakeholders. Decisions are made with due consideration to the interests of all stakeholders.	Identify possible ethical issues within requirements. Reasons for a decision are clearly articulated and understood.	Be able to identify an ethical dilemma and understand how this may be resolved.	Gain confidence and respect of stakeholders.	Honesty regarding one's abilities, the performance of one's work, and accepting responsibility for failures or errors.
Personal organisation	The ability to find information. Being punctual, efficient and effective. Identify missing parts.	Clarify goals and expectations, do effective Prioritization and elimination of procrastination.	Organising and documenting the requirements in an efficient and understandable way.	Deliver the outcome to the next phase.	Use well-known techniques of time management [action plans, to do lists and setting priorities]. Be able to identify all outstanding work and the status of each work item.
Trustworthiness	Address sensitive issues. Showing empathy and coping with resistance. Involving people and endorsing openness.	Earn the trust of all stakeholders to get involved in decision-making.	Earn the confidence of the stakeholders and concern about their best interests by honestly specifying and documenting their requirements.	Engage in stakeholder's needs, and honestly address issues when they occur. Treat the stakeholders with respect during reviews.	Find an equilibrium of trust to offset the inherent mistrust based upon the risk to vested interests in the status quo, or simple fear of change.
Business knowledge					
Business principles &	Asking the right questions. Coping with politics and ways-of-working. Knowing the scope.	Acting as the bridge between business and technique. Finding gaps, omissions, doubles, vagueness, mistakes. Prioritize.	Verify user requirements against business requirements.	Asking the right questions. Coping with politics and ways-of-working. Knowing the scope and developing the right product.	Knowing the order in which to plan sessions with stakeholders.
Industry knowledge	Anticipating challenges in the market. Guaranteeing the best outcome for the organisation.	*	*	*	*
Organisation knowledge	Finding relevant stakeholders. Optimizing stakeholder time. Organizing process support (lunch, tools, etc.).	Finding gaps and other issues.	Know about using standards, following guidelines.	Know about communication lines. Involve decision makers.	Finding process support and resources.

Requirements phases



Elicitation

◆ Analytical Thinking & Problem Solving

- Domain knowledge

◆ Behavioral Characteristics

- Punctual, efficient and effective.

◆ Business Knowledge:

- Understand - the purpose,- the organizational structure,- common business management,- the decision making process,of the business.

◆ Communication Skills

- Leading the elicitation process. Paraphrase, ask questions. Seek commitment. Talking in sense of outcome. Give feedback.

◆ Interaction Skills

- Facilitates interactions between stakeholders in order to help them resolve disagreements regarding the priority and nature of the requirements.

◆ Software Applications

- Use of a proper requirements elicitation technique, e.g. interview, user observation, reading existing documents, group techniques.

Analysis

◆ Analytical Thinking & Problem Solving

- Understand the problem domain
- Use the domain knowledge, problem and solution domain to analyze requirements

◆ Behavioral Characteristics

- Identify ethical issues
- Be thorough, complete and consistent

◆ Business Knowledge

- Act as a bridge between business (problem domain) and systems
- Use industry knowledge to estimate impact of requirements changes
- Use solution knowledge to estimate impact of suggested changes on the existing implementation.

◆ Communication Skills

- Peer reviews
- Negotiating priorities

◆ Interaction Skills

- Leadership; Cooperative

◆ Software Applications

- Ability to select and use proper requirements analysis techniques
- Ability to use generic purpose and dedicated tools to analyze requirements
- Use the office equipment such as white board and/or flip-charts to facilitate analysis activities.

Specification

◆ Analytical Thinking & Problem Solving

- Structure the Requirements Specification

◆ Behavioral Characteristics

- Assure that specifications (both format and contents) fit the target audience

◆ Business Knowledge

- Use jargon & terminology that is common to the business
- Make explicit what the priority, scope & context of the requirements are

◆ Communication Skills

- The ability to specify in such a way that the requirements
 - ◆ Unambiguously represent the stakeholders needs
 - ◆ Fit the need for completeness & detail of the solution domain
 - ◆ Comply with agreed standards (international, local, formal, informal)

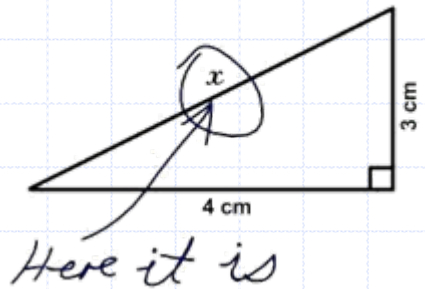
◆ Interaction Skills

- Understand when to ask for more information (find the need behind the implied solutions)

◆ Software Applications

- Tools in general do not help you to write measurable and testable requirements; find and master methodologies that help you to find the right context and approach to engineer requirements

3. Find x .



Validation

- ◆ Analytical Thinking & Problem Solving
 - Confidence in the decision-analysis process that a decision is correct
- ◆ Behavioral Characteristics
 - Efficiency in the completion of work
- ◆ Business Knowledge:
 - Understanding when a larger change is justified based on business benefit
- ◆ Communication Skills
 - Be able to ask the right question at the right moment.
- ◆ Interaction Skills
 - Team members have a shared sense of ownership of the team goals
- ◆ Software Applications
 - Be able to track changes to the requirements made through the tooling

Requirements Management

◆ Analytical Thinking & Problem Solving

- Understanding the criteria involved in making a decision and in assisting others as well.

◆ Behavioral Characteristics

- Honesty regarding one's abilities, the performance of one's work, and accepting responsibility for failures or errors.

◆ Business Knowledge

- Identify key stakeholders for communication and authority on changed requirements at various levels of the business.

◆ Communication Skills

- Negotiate changing requirements in terms of preventing conflict with other requirements and established solutions.

◆ Software Applications

- Be able to use the suitable tooling and techniques in managing the requirements

